



ANNUAL REPORT 2022



DUO FOR A JOB
intergenerational coaching



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A big thank you to all those who collaborated in any way on this report.

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EDITORIAL

2022 was marked by the war in Ukraine. A conflict that forced millions of people to go into exile. In Belgium, the combination of political will and numerous outpourings of solidarity has made it possible to welcome these Ukrainian men and women with dignity. **An example of what protection could, and should, be for all those who flee their country because of fear of persecution or because of violent conflicts.**

Once their primary needs fulfilled, many of them then joined our association, with the desire to (re) build their professional future. **We accompanied them on this path, as we do on a daily basis with all the young people who face inequality of access to the job market because of their origins.**

The 50+ also continue to face a lack of appreciation of their experience and skills. According to recent surveys in France or in Belgium most of them say they are victims of prejudice because of their age, and it's a general belief that getting old is an obstacle in social life.

The two observations that founded our action 10 years ago are still valid today. This gives us the desire and energy to continue developing mentoring for a fairer and more egalitarian society.



But let's take a moment to stop and look back. **Celebrating together the 10th anniversary of the association is first of all an opportunity to take stock: 3 countries, 17 cities, 80 collaborators, 5473 trained duos, and a community of 1836 active mentors at our side. What a long way we've come!** How lucky we are to have witnessed all these encounters, all these changes in trajectory!

For all this, we want to take the time to thank all the people who have accompanied us since the beginning, who believed in the power of intergenerational collaboration, and without whom all this would never have happened: the mentees and mentors of course, who trusted us. But also: our exceptional team, our volunteers, our public, private and associative partners, without forgetting the support of our donors.

Encouraging so many unlikely encounters is a source of mutual enrichment but also a breeding ground for the values we believe in: **diversity, open-mindedness, inclusion, solidarity.**

Let's keep up the pace and... see you in 10 years?

Frédéric Simonart

Matthieu Le Grelle



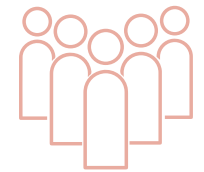
3

COUNTRIES



17

CITIES



80

EMPLOYEES



5473

**DUOS TRAINED
SINCE 2013**



1836

**ACTIVE
MENTORS**



200

VOLUNTEERS



01 10 years of MENTORING

At DUO for a JOB, we are driven by a strong conviction: intergenerational mentoring is a response to the problems of socio-professional integration of young people from immigrant backgrounds, a way to value the skills and experience of our elders, and an opportunity to promote «living together» by fighting prejudice at the same time.

Our mission is to provide a platform for these meetings to exist, and to implement a professional and warm framework to accompany our duos.



2012
2013



THE FIRST STEPS

Frédéric Simonart and Matthieu Le Grelle imagined the contours of an intergenerational and intercultural mentoring program to participate in a fairer, more united society, rich in its differences. They travel, test their idea, and refine their methodology. Quickly buoyed by the enthusiasm of the sector, the experts and the volunteers, the project was born and the first mentors and the first young people launched into the adventure.

2014
2015



SUPPORT AND RECOGNITION

In 2014, we benefited from the first Social Impact Bond (SIB) in Belgium and received financial support from patrons and foundations convinced by the project. This funding is a real springboard! The association grows from 2 volunteers to 4 full-time employees... and more than 100 mentors.

We move to new premises. At the same time, the operational team now relies on a new operational monitoring tool (CRM) developed to measure: automation of administrative tasks, data analysis and reporting. 200 duos have already been trained!

2016
2017



STRUCTURING, IMPACT AND NATIONAL DEVELOPMENT

The impact of our mentoring program on employment is scientifically measured and validated within the framework of the Social Impact Contract: it's a success! Operationally, the team is growing and developing new workshops to complement and enrich the experience of mentors and mentees: CV workshops, job interview simulation, etc.

In 2017, a branch in Antwerp and another one in Liege are born. An exercise of replication and change of scale that allows the association to create 500 duos in the space of 12 months.

2018
2019



SYSTEMIC IMPACT AND INTERNATIONAL DEVELOPMENT

We are developing our advocacy strategy, consolidating our experience and developing our expertise to contribute to the creation of relevant policies and practices in the field of work integration and social cohesion. Support functions are strengthened (HR, communication, logistics, fundraising) and we continue our development in Flanders with the opening of a fourth office in Ghent.

A few months later, we start our European adventure. First stop: Paris! Preparatory analysis, exploration of the Parisian ecosystem, team recruitment, mobilization and training of the first mentors, the first French duos are created in the fall of 2019.

2020



COVID CRISIS AND MENTORING 2

Given the measures imposed by the health situation, from the very first lockdown, we develop a plan to relaunch our activities by applying our methodology in digital. We accompany the mentors and mentees on the path to digitalization thanks to a system of equipment loans (more than 200 computers distributed) and basic IT trainings led by our volunteers. And from May onwards, we will offer them an alternative in person by reopening our meeting spaces and organizing outdoor meetings, to ensure that this type of support remains accessible to everyone, especially the most vulnerable.



Parfois dans la vie on a l'impression d'être face à un mur et il suffit du soutien de quelqu'un pour s'apercevoir du chemin déjà parcouru.

Sébastien, mentee

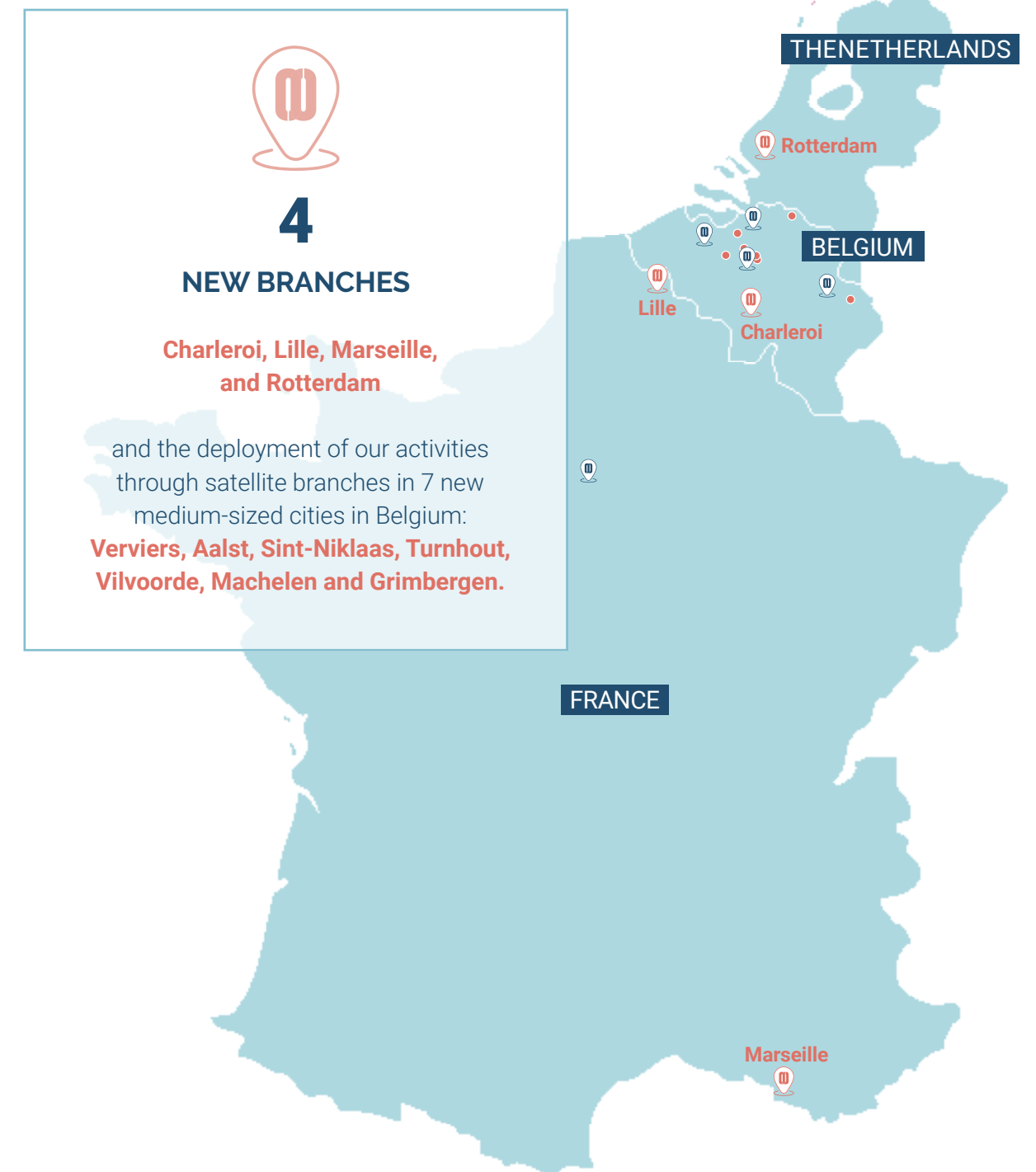
2021
2022



A NEW LEASE ON LIFE

For the first time since its creation, DUO passes the significant milestone of 1000 duos created in one year, and for the second time, we receive confirmation that DUO for a JOB will benefit from a Social Impact Contract... in France this time.

These two years also mark a new turning point in the geographical development of the association with the opening of:



10 years of MENTORING

MEMORIES, MEMORIES...



1st mentor training



Serge & Asal, first duo



All with the Devils!



Mentees & mentors in the same boat



20km of Brussels



Moving @ DUO Ghent



H.M. King Philippe @ DUO Brussels



1st experience report



Mentoring in digital



Mentoring vs COVID



1st awareness campaign



100 first duos @ DUO Paris



Advocacy and Mentoring



1st mentor interview @ DUO Marseille



1st mentees @ DUO Rotterdam



Damart, key partner for DUO Lille



Salon retrouvailles @ DUO Liège



DUO Antwerp celebrates its 5th anniversary



Objective Vendée Globe with Benjamin Ferré



François Hollande @DUO Paris



02 Our PROGRAM

En présentiel ou en distanciel, la force de notre programme de mentorat réside dans la mise en œuvre d'une méthodologie structurée et d'un accompagnement qualitatif articulé autour de huit grandes étapes.

Methodology and life cycle

01 INFORMATION SESSIONS

Organized several times a month by each branch, the collective **information sessions** are an opportunity to present the project, to clarify the roles of each person and to answer the questions of future mentees and mentors.



02 THE INDIVIDUAL APPOINTMENT

If their interest in the project is confirmed, we invite the future mentees and mentors to an **individual meeting** with a coordinator of the association in order to get to know them better and to discover their experience and expectations.

03 INITIAL TRAINING (MENTORS)

Future mentors are trained by the association and external partners to ensure a common base of knowledge for all. This initial four-day training is composed of eight half-day modules and allows for:

- Present the methodology in detail and make an inventory of the different tools, programs and services that exist in the field of socio-professional integration.
- Invite them to discover the reality of the young people they are going to meet and offer them an insight into their socio-economic reality
- To make them aware of the key qualities of a mentor (active listening, benevolence, «doing with» and not «doing for») and to open up the reflection on intercultural relations.
- Get to know them better, answer their questions and reassure them.



04 THE MATCHING SESSIONS

It's a match! Based on many criteria (sector of activity, languages spoken, personality, availability, etc.), and taking into account the respective needs and skills, the team forms the new duos. Here, no algorithm, but a real collective work.

05 THE FIRST MEETING

This first meeting is an opportunity for the mentor and the young person to get to know each other. The objective is to validate (or not) the match made by the team. The association then gives them 24 hours to decide, with a clear head, if they want to continue the adventure together.



08 EVALUATION

At the end of the duo, participants evaluate whether the program met their expectations and whether the objectives they had set were achieved. This information is a valuable impact measurement tool that allows our teams to improve the program.



06 THE MENTORING AGREEMENT

If the mentee and the mentor give the green light, a second meeting is organized by the association to sign the mentoring agreement. This moral commitment binds the mentor, his/her mentee and DUO for a JOB, clarifies the framework and the commitments of each, and «officially» marks the beginning of the mentoring period.



07 THE ACCOMPANIMENT

The duo will meet face-to-face or digitally for 2 to 3 hours per week for six months. The mentor and the mentee will first take the time to get to know each other, and then assess the mentee's situation. Then, the duo will work on a realistic action plan, describing the objectives and the means that will be used to implement them. Over the course of the meetings, a unique and privileged bond is forged between the mentor and the mentee: the interpersonal aspect of the relationship makes it possible to offer a tailor-made, exclusive accompaniment that differs greatly from one duo to the next, depending on the pace and needs of each individual.



“

La différence d'âge n'est pas un obstacle mais une diversité d'idées et de pensées.

Fatima, mentee

Support tools

Numerous tools and support services are developed and offered to our mentors and mentees throughout the mentoring process.



JOB INTERVIEW PREPARATION WORKSHOPS

A collective and interactive workshop for mentees to go through the key questions of an interview. An opportunity to share experiences, tips & tricks and questions. An important step before attending the job interview simulation!



RESUME AND COVER LETTER WORKSHOP

A workshop that allows mentors to update their knowledge on essential job search tools. An HR volunteer reminds participants of the best practices for writing and structuring a CV and a cover letter.



SIMULATIONS JOB INTERVIEW

A filmed interview simulation with an HR volunteer is offered to mentees to practice and become aware of their strengths and areas for development in interviews.



RESUME PROOFREADING & COVER LETTER

These are the two essential tools for job hunting. What better way to optimize them than with the advice of a volunteer or the HR team of a partner company?



SPEECH THERAPY*

Volunteer specialists provide one-on-one support to mentees who wish to work on their pronunciation difficulties to improve their oral expression.



LINKEDIN* WORKSHOP

These workshops allow mentors to become familiar with this professional social network and to learn how to make the most of it, not only for themselves, but especially for their mentees.



LISTENING CENTRE

Mentors can address psychological difficulties that affect their mentee's well-being with volunteers who offer listening, advice and guidance.



INTERVIEWS

Exchange sessions between mentors, facilitated by a mediator. Each mentor must participate twice per coaching session. This is an opportunity to share difficulties, successes and best practices among peers.



DUO* GUIDES

Written by mentors, these guides compile best practices and a list of partners (public and associative) in terms of finding housing, childcare or entrepreneurship.



* available in Brussels



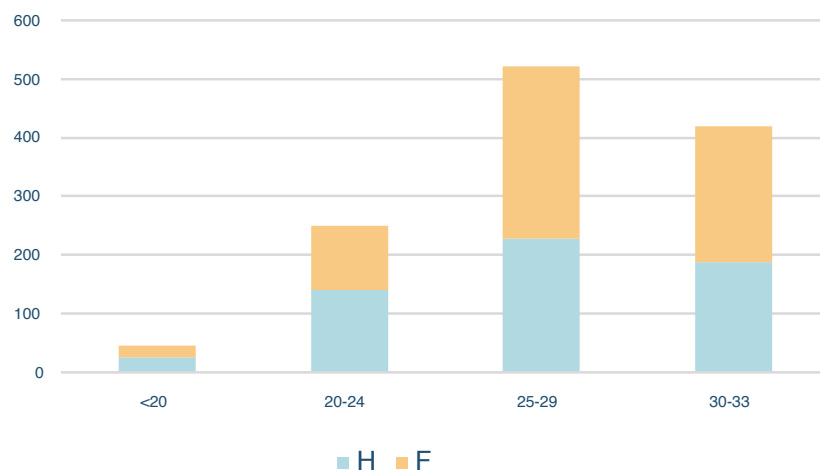
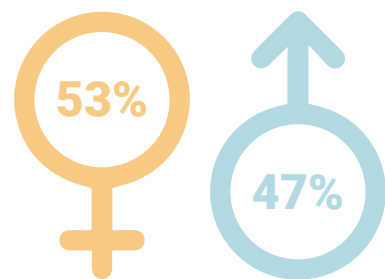
03 Our RESULTS

OUR MENTEES

Who are they?

The 1237 young people accompanied by DUO in Belgium, France and The Netherlands in 2022 have in common that they are between 18 and 33 years old and are of foreign origin (outside the European Union). They all have very different profiles and backgrounds and each duo is unique, but it is interesting to observe certain major trends.

Age and gender

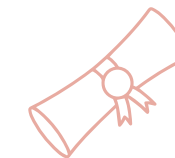


Level of training



45%

WITHOUT A RECOGNIZED DIPLOMA
of which 61% have a diploma > upper secondary education in their country of origin/origine



7%

DEGREE < CERTIFICATE OF UPPER SECONDARY EDUCATION

21%

CERTIFICATE OF UPPER SECONDARY EDUCATION



14%

BACHELOR'S DEGREE

13%

MASTER

Origin

Whatever their nationality, the mentees accompanied by DUO for a JOB all have a foreign origin outside the EU.

Top 10 most represented backgrounds among our mentees in 2022:

Morocco	Afghanistan	Guinea	Ukraine	Syria	India	Came-roon	RDV*	Turkey	Eritrea
12%	9%	6%	5%	4%	4%	4%	4%	4%	3%

* Democratic Republic of Congo

Nationality, title and reasons for residence



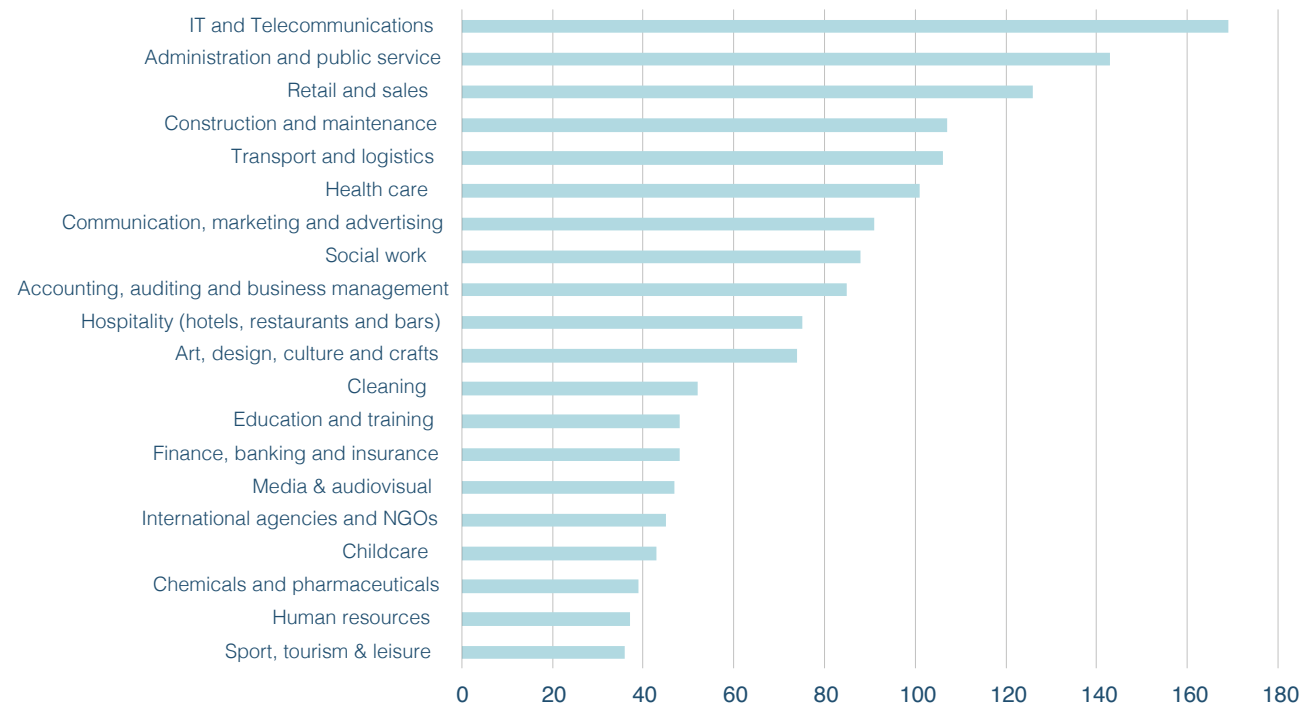
21%
NATIVE

79%
FOREIGN NATIONALITY

All the young people of foreign nationality accompanied by our association have a residence permit allowing them to reside and work legally in Belgium.



Sectors of activity



1 out of 6 young people

start their coaching at DUO for a **JOB** without having a precise professional project, only the desire to find a job. A mentor with a fairly «generalist» profile will be able to help them define their professional project and implement a short/medium/long term action plan.



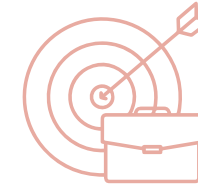
Mon duo m'a donné confiance en mes capacités et mes aptitudes. J'en ressors grandie !

Nora, mentee



What do they take away from this experience?

The overall results of the youth mentoring program are compelling:



1 out of 2
young people

FIND A STABLE JOB
(minimum 3-month contract)

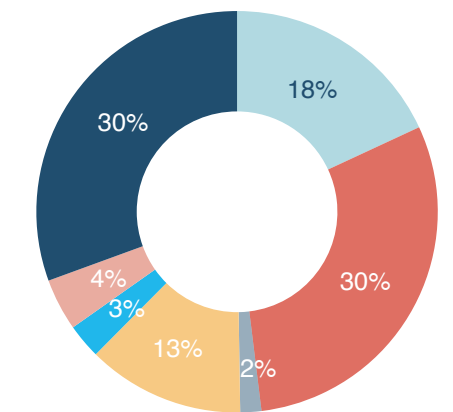


7 out of 10
young people

FIND A POSITIVE SOLUTION
(job, internship, training)

EMPLOYMENT SOLUTIONS (SINCE 2013)*

- CDI
- CDD
- Independent
- Qualifying training
- Internship of professional insertion
- University education
- Job search



* Within 12 months of the support. On a declarative basis.

Regardless of gender, education level, or reason for residence, individualized support significantly increases access to employment.

But beyond the employment results, mentoring also allows these young people to develop many skills that will serve them throughout their lives. After 6 months as a duo, it is estimated that:

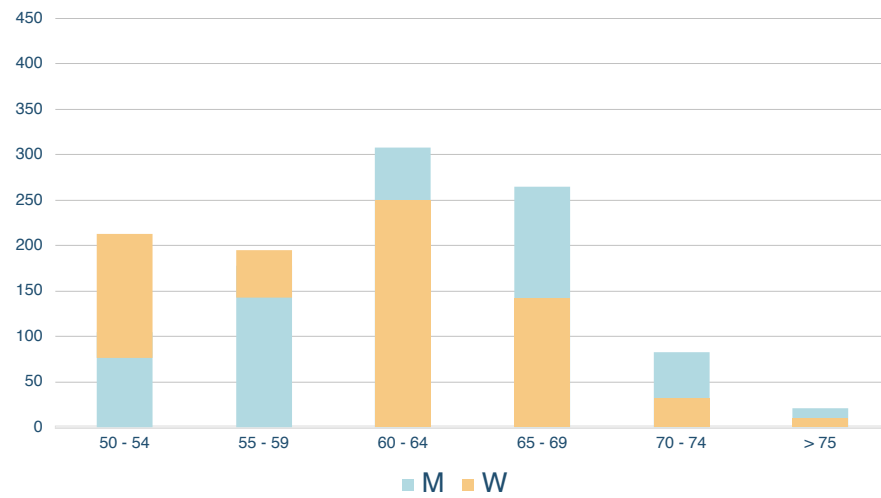
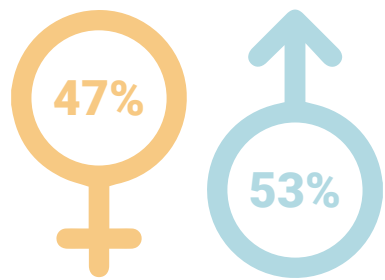
- 90%** of young people are more confident.
- 90%** of youth feel more independent/autonomous in their job search.
- 76%** of the youth were able to expand their professional and/or social network.
- 76%** of young people with language difficulties have improved their level thanks to their mentor.
- 94%** of young people lost to the job market were able to define a career plan with their mentor.
- 68%** of youth with social difficulties that were hindering their job search believe that their mentor was able to help them with their problems.

OUR MENTORS

Who are they?

In 2022 we were able to count on a community of 1791 mentors across Belgium, France and The Netherlands who are more committed and supportive than ever, aware that inequalities affect young people even more. **Their presence at the side of young people is therefore essential, they are the boost needed to achieve their full potential!**

Age and gender



Je pense avoir reçu beaucoup de choses de mon mentee: un rajeunissement de mon cerveau, plus d'ouverture d'esprit sur les autres et leurs difficultés ainsi qu'une attitude plus sereine et apaisée vis-à-vis des migrants.

Philippe, mentor

Professional status

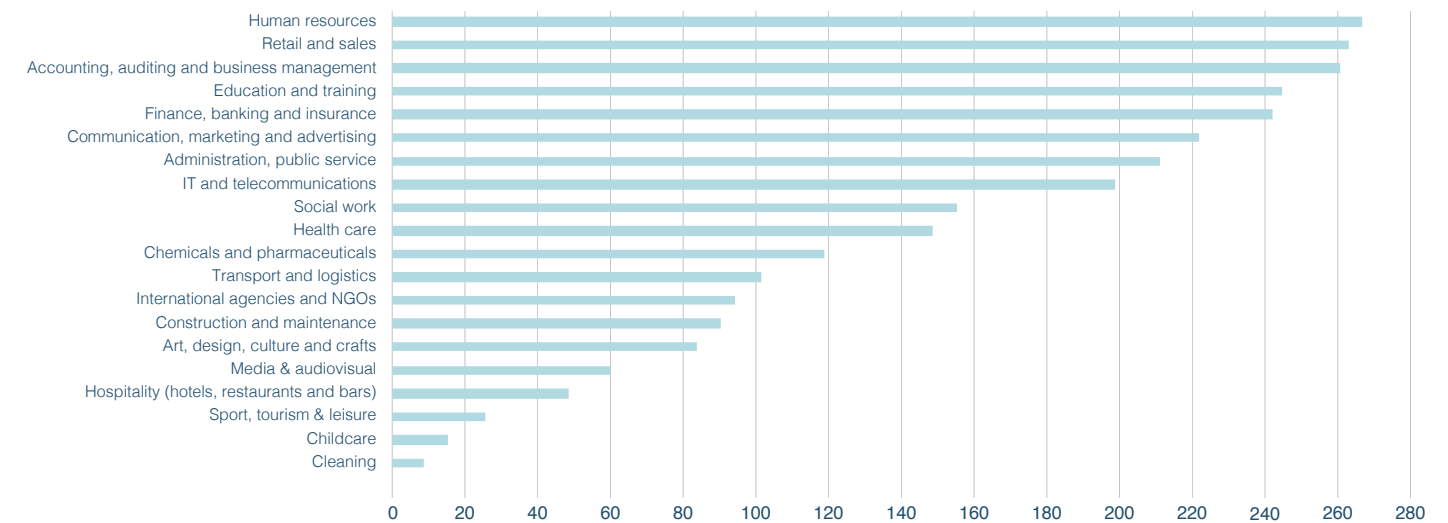


48%
ACTIVE



52%
(PRE)PENSIONER

Sectors of activity



The fact that our mentors are or have been active in more than 50 different industries is an undeniable asset in providing each mentee with a mentor who has experience in her/his preferred industry.

What do they take away from this experience?

On the one hand, the mentors draw on all the knowledge and experience they have gained throughout their careers, as well as the training and advice they receive from DUO for a JOB, to help the mentees overcome the obstacles in their path. On the other hand, the mentees share with DUO for a JOB their life experiences, their projects, their ambitions and their doubts. Through their eyes, they give them a unique insight into «their reality».

It's a real «win-win» situation that allows each mentor to remain active, feel useful, question their prejudices, value their skills and develop new ones. When asked :

- 84%** feel they were able to use their experience and professional skills.
- 84%** improved their coaching skills (active listening, empathy, patience,...).
- 81%** think they have improved their intercultural skills.
- 94%** feel more useful as an active member of society.

And more than one in two mentors who are still active find that the DUO experience adds value to their professional life!



04 DUO STORIES

ERIKA & SANDRA

In **the top 5 difficulties** in accessing employment identified by the mentees, many mention **the lack of relevant networks and the lack of self-confidence**.

That's also the case for Erika, who embarked on the DUO adventure when she finished her studies in digital marketing. Full of skills, she was struggling with how to approach her job search and how to sell herself in the job market.

Meeting Sandra, her mentor, was a no-brainer:

“As she and I like to say, sometimes DUO's algorithm is better than Tinder's!”

Erika, mentees

A go-getter at heart, Sandra has shown Erika that you shouldn't be afraid to dare. The bubbly 50-year-old likes to challenge the status quo, but above all, she believes in people. And that's what led her to DUO and to become a mentor: to be in contact with young mentees, and to give them a confidence boost!

The young woman, who was rather shy by nature, developed her assertiveness in a dazzling way! She was able to work on her job interview skills thanks to the mock interviews offered by our association, and did not have to wait too long to put these tips into practice. After one, then two interviews that went very well, Erika was taken on as an intern in digital marketing. And if it is thanks to Sandra's help and her network that the young woman got the first interview, it is thanks to her skills that she was selected.





BARBAROS & BERNARD

Barbaros' thing is the sea! And more specifically, sailing, which he has practiced at a high level in Turkey and Lebanon for years. It was therefore important for the DUO team to pair him with a mentor who knows the maritime sector well. Bernard has been in the industry his entire career. He is the perfect mentor for him!

For Bernard, becoming a mentor was a way to fill the void left by his job when he retired. He turned this stressful time in his life into a great opportunity: the chance to feel useful and to stay active, while sharing all the experience he had accumulated during his years of work.

When the duo gets to work, they explore Barbaros' possibilities in Belgium and even go together to the port of Antwerp to meet one of Bernard's contacts. But they soon realize that despite the best of intentions, it's not so easy to get hired if you don't speak Dutch.

“What I also enjoyed about the duo with Bernard was our friendship. I had some difficult moments, I was losing my morale and my motivation. In those moments, Bernard was there to support me and cheer me up.

Barbaros, mentees

It's a tough break. But Barbaros is resourceful, and realizes that he may want to change direction and have a job that allows him to be more present for his family. Bernard encourages him to look into the world of transportation and logistics. Is this outside of Bernard's area of expertise? Yes, but did he let Barbaros do his research alone? No! Bernard remained present, and always supported Barbaros' decisions with respect and empathy.

Barbaros finally landed a great job in this new sector, with great opportunities for growth. For him, Bernard's support during this period when he sometimes had trouble keeping his morale and motivation up will remain a precious memory!

OLGA & MABINTY

Mabinty, like 5% of the mentees we support, cannot read or write. Originally from Guinea, she came to DUO for a JOB with a specific goal in mind: to train as a housekeeper.

When she met her mentor, Olga, her first reaction was to wonder **how a Spanish mentor who knew nothing about Belgium could possibly help her!**

Indeed, Olga arrived in Belgium a few years ago for her work. But Belgium was not her first stop. She worked for years in the international cooperation sector, notably in Cameroon, Colombia and Haiti. During her missions abroad, she had the opportunity to work alongside vulnerable people, which gave her that extra sensitivity to accompany young people who sometimes have complicated backgrounds.

“This duo for me is like an adventure together. We put two people from different backgrounds together with one common goal. And that, I found to be a very beautiful, very rewarding experience.

Olga, mentor

For Mabinty, the priority was to find someone who would be patient enough to listen to her, despite the fact that she had difficulty expressing herself in French. And Olga's patience and empathy convinced Mabinty that she would be the ideal person to accompany her to employment.

During the course of her duo, Mabinty's situation changed and she had to put aside her training plans for a while to find a job as soon as possible. Olga's role was crucial: she supported her in her efforts, in writing her CV, and they met with other mentors who had experience in service cheques to give Mabinty the best chance. What was the hold up? Mabinty had no work experience in Belgium yet... And finally Olga accompanied Mabinty to her first interview, which went very well! She got a job as a housekeeper in a CPAS nursing home.

For Olga, Mabinty is the first young person she has accompanied. The secret of their duo is their mutual trust which has lasted throughout the accompaniment:





BRUSSELS

2013
YEAR OF CREATION

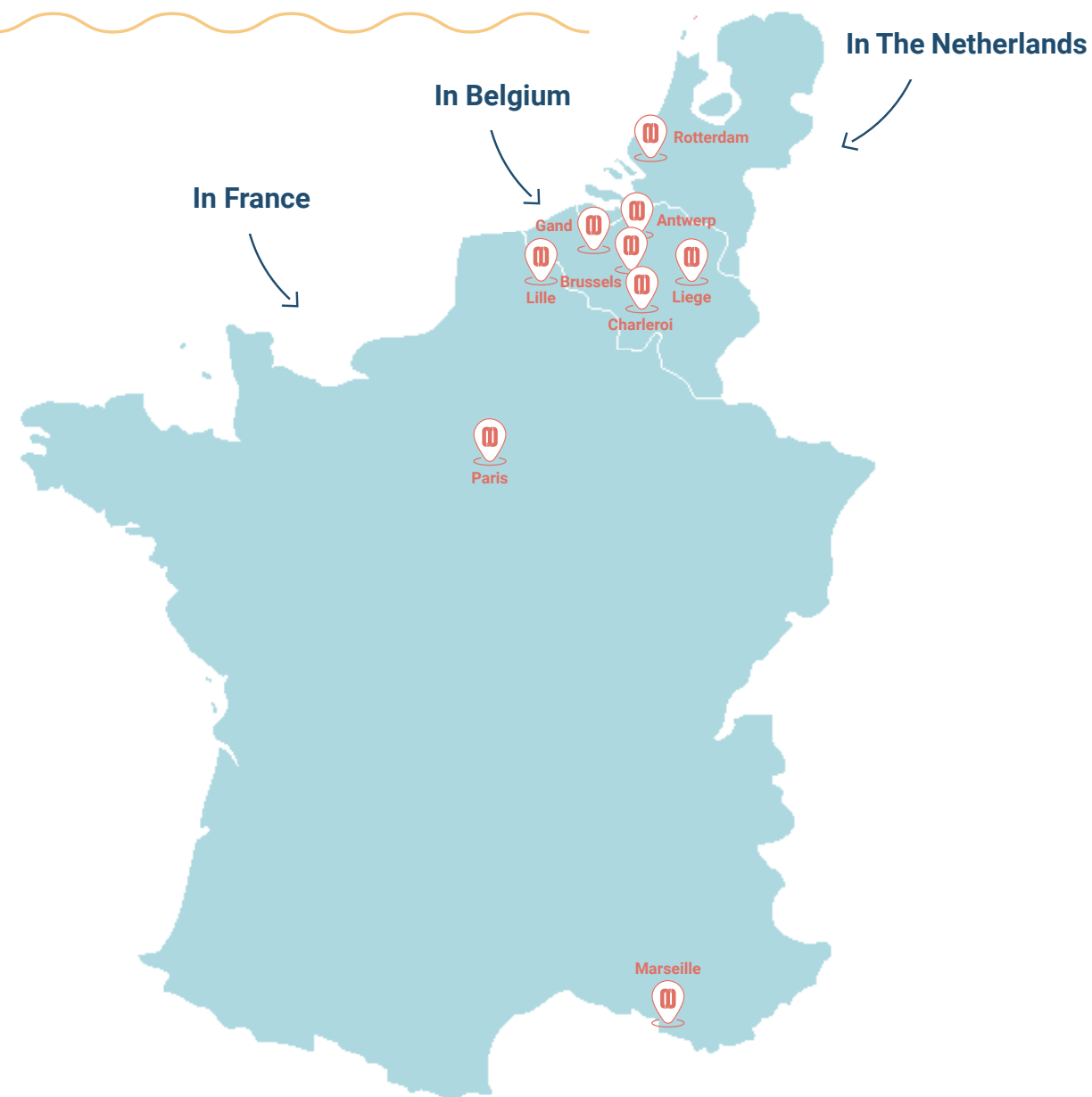
452
DUOS IN 2022

€1,7 M
BUDGET 2022

3140
DUOS SINCE THE LAUNCH

670
ACTIVE MENTORS AS OF
12/31/2022

05 Our BRANCHES





ANTWERP

2017

YEAR OF CREATION

190

DUOS IN 2022

€778 K

BUDGET 2022

787

DUOS SINCE THE LAUNCH

285

ACTIVE MENTORS AS OF
12/31/2022



LIEGE

2017

YEAR OF CREATION

112

DUOS IN 2021

€566 K

2022 BUDGET

552

DUOS SINCE THE LAUNCH

195

ACTIVE MENTORS AS OF
12/31/2022





EAST FLANDERS

2018

YEAR OF CREATION

121

DUOS IN 2022

€643 K

BUDGET 2022

430

DUOS SINCE THE LAUNCH

209

ACTIVE MENTORS AS OF
12/31/2021



CHARLEROI

2022

ANNÉE DE CRÉATION

13

DUOS IN 2022

€62 K

BUDGET 2022

13

DUOS SINCE THE LAUNCH

51

ACTIVE MENTORS AS OF
12/31/2022





PARIS

2019

YEAR OF CREATION

220

DUOS IN 2022

€622 K

BUDGET 2022

407

DUOS SINCE THE LAUNCH

249

MENTORS ACTIVE BY
31/12/2022



LILLE

2021

YEAR OF CREATION

52

DUOS IN 2022

€256 K

BUDGET 2022

64

DUOS SINCE THE LAUNCH

83

MENTORS ACTIVE BY
31/12/2022





MARSEILLE

2021

YEAR OF CREATION

43

DUOS IN 2021

€219 K

BUDGET 2022

46

DUOS SINCE THE LAUNCH

51

MENTORS ACTIVE BY
31/12/2022



ROTTERDAM

2021

YEAR OF CREATION

34

DUOS IN 2021

€171 K

BUDGET 2022

58

DUOS SINCE THE LAUNCH

48

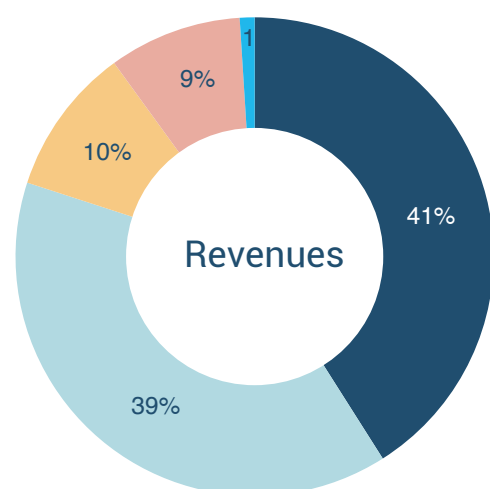
MENTORS ACTIVE BY
31/12/2022



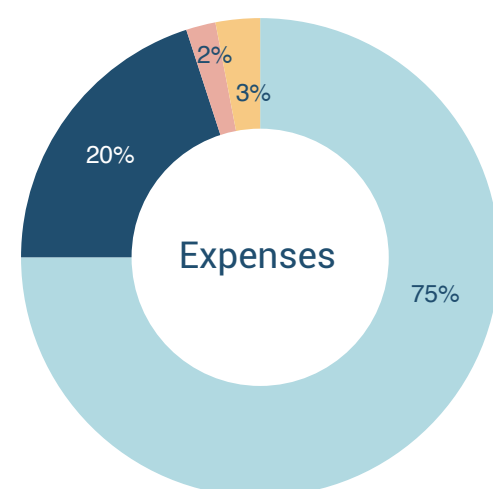


06 Revenues AND EXPENSES

The heart of our activities lies in the creation, follow-up and coaching of duos. This is why the remuneration of our staff constitutes the major part of our annual expenses.



■ Public ■ Foundations ■ Corporate
■ Patrons ■ Other ■ Small donors



■ Staff costs ■ Working costs
■ Investment costs ■ Communication costs

Compte de résultat

BELGIQUE

	2021	2022
CHARGES		
Rémunération du personnel	2,926,891	3,405,615
Frais de fonctionnement	635,354	713,744
Frais d'investissement (amortissements)	152,470	111,643
Communication	119,923	175,444
Evènements & activités	21,782	59,337
Charges financières diverses	3,109	6,503
Autres charges	254	10,930
TOTAL	3,859,783	4,483,216
PRODUITS		
Dons de particuliers	36,003	30,327
Entreprises	428,141	472,500
Mecenats	606,600	506,100
Transfert vers subsides en capital	0	0
Amortissement subside en capital	44,892	11,684
Subsides	1,939,023	2,071,714
Fondations	767,500	1,349,784
Autres produits	54,489	54,657
TOTAL	3,876,648	4,496,767
RESULTAT AVANT AFFECTATION	16,865	13,552
Affectations aux fonds	0	0
Prélèvements aux fonds	0	0
RESULTAT APRES AFFECTATION	16,865	13,552



Bilan 2022

BELGIQUE

ACTIF		PASSIF	
ACTIFS IMMOBILISES	98,051	FONDS PROPRES	650,288
Immobilisations Incorporelles	18,172	Fonds social	3,826
Immobilisations Corporelles	70,305	Fonds affectés	0
Mobilier - Matériel Roulant	48,592	Bénéfices reportés	632,449
Autres Immob. Corp.	21,713	Subsides en Capital	14,012
Immobilisations financières	9,575		
		PROVISIONS risques - charges	42,669
ACTIFS CIRCULANTS	6,017,968	DETTES	5,454,621
Créances	5,488,492	Dettes à un an au plus	501,349
Valeurs disponibles	529,476	Dettes Financières	0
		Dettes Commerciales	40,725
		Dettes Fisc. Sal. Soc.	460,624
		Autres Dettes	0
Comptes de régularisation	31,558	Comptes Régularisation	4,953,272
		Produits à reporter	4,953,272
TOTAL ACTIF	6,147,578	TOTAL PASSIF	6,147,578

Compte de résultat

FRANCE

	2021	2022
CHARGES	544,034	1,181,351
Rémunération du personnel	389,728	830,174
Frais de fonctionnement	120,526	286,198
Frais d'investissement (amortissements)	6,635	15,333
Communication	22,399	39,441
Evènements & activités	4,441	9,107
Charges financières diverses	297	870
Autres charges	8	228
PRODUITS	576,535	1,242,724
Dons de particuliers / Divers	13	31,280
Entreprises	30,000	73,000
Mecenats	0	5,000
Transfert vers subsides en capital	0	0
Amortissement subside en capital	0	0
Subsides	160,000	340,009
Fondations	386,506	792,932
Autres produits	16	503
RESULTAT AVANT AFFECTATION	32,500	61,373
Affectations aux fonds	0	0
Prélèvements aux fonds	0	0
RESULTAT APRES AFFECTATION	32,500	61,373



Bilan 2022

FRANCE

ACTIF		PASSIF	
ACTIFS IMMOBILISES	50,690	RESULTAT DE L'EXERCICE	61,373
Immobilisations Incorporelles	0	FONDS PROPRES	47,190
Immobilisations Corporelles	36,451	Fonds social	0
Mobilier - Matériel Roulant	0	Fonds affectés	0
Autres Immob. Corp.	36,451	Autres réserves	47,190
Immobilisations financières	14,239	Subsides en Capital	0
ACTIFS CIRCULANTS	428,400	DETTES	370,527
Créances	21,422	Dettes à un an au plus	161,027
Valeurs Disponibles	406,978	Dettes Commerciales	25,362
Comptes Régularisation	0	Dettes Fisc. Sal. Soc.	135,664
		Autres Dettes	0
		Comptes Régularisation	209,500
		Produits constatés d'avance	209,500
TOTAL ACTIF	479,090	TOTAL PASSIF	479,090

RESULTATENREKENING

NEDERLAND

	2021	2022
UITGAVEN		
Bezoldigingen van het personeel	25,640	142,845
Bedrijfskosten	4,475	19,286
Investeringskosten (afschrijvingen)	0	0
Communicatie	1,143	3,639
Evenementen & activiteiten	0	3,684
Overige financiële kosten	0	201
Overige kosten	0	0
TOTAAL	31,259	169,656
INKOMSTEN		
Giften van particulieren	0	0
Giften van bedrijven	0	31,000
Sponsoring	0	0
Overdracht naar kapitaalsubsidies	0	0
Afschrijving kapitaalsubsidies	0	0
Subsidies	0	13,500
Stichtingen	31,300	126,500
Overige inkomsten	0	0
TOTAAL	31,300	171,000
RESULTAAT VOOR TOEWIJZING	41	1,344
Toewijzing aan fondsen	0	0
Fonds onttrekking	0	0
RESULTAAT NA TOEWIJZING	41	1,344



BALANS 2022

NEDERLAND

ACTIVA

VASTE ACTIVA	98,051
Immateriële vaste activa	18,172
Materiële vaste activa	70,305
Meubilair - Rollend materieel	48,592
Overige materiële vaste activa	21,713
Financiële vaste activa	9,575

VLOTTENDE ACTIVA

Vorderingen	5,488,492
Liquide middelen	529,476

Overlopende rekeningen	31,558
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TOTAAL ACTIVA	6,147,578
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PASSIVA

EIGEN VERMOGEN	650,288
Kapitaal	3,826
Toegewezen fondsen	0
Overgedragen winst	632,449
Kapitaalsubsidies	14,012

VOORZIENING risico's - lasten

	42,669
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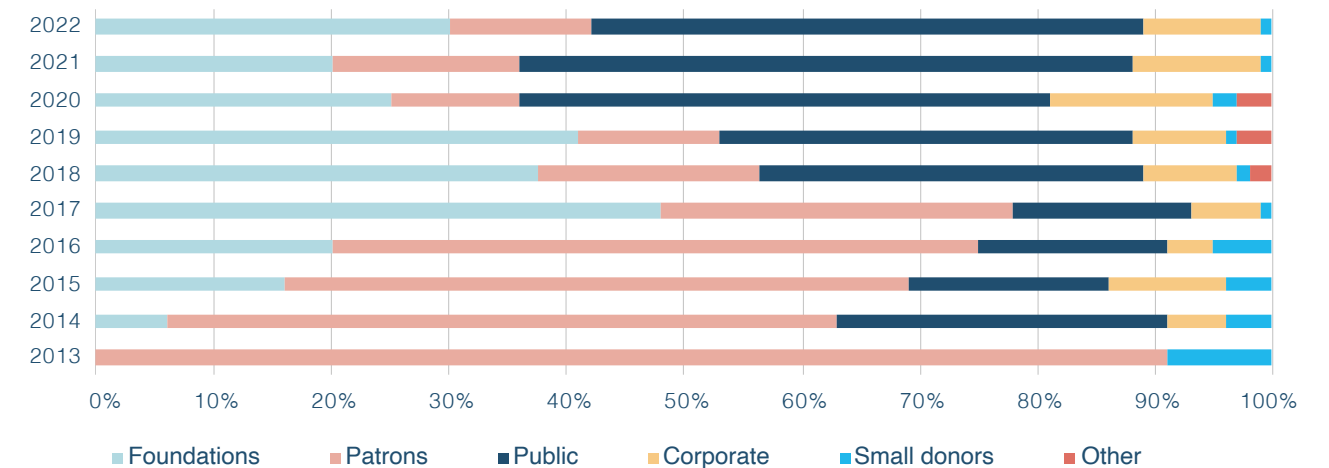
SCHULDEN

Schulden op ten hoogste één jaar	501,349
Financiële schulden	0
Handelsschulden	40,725
Schulden m.b.t belastingen, bezoldigingen en sociale lasten	460,624
Overige schulden	0
Overlopende rekeningen	4,953,272
Over te dragen opbrengsten	4,953,272

TOTAAL PASSIVA	6,147,578
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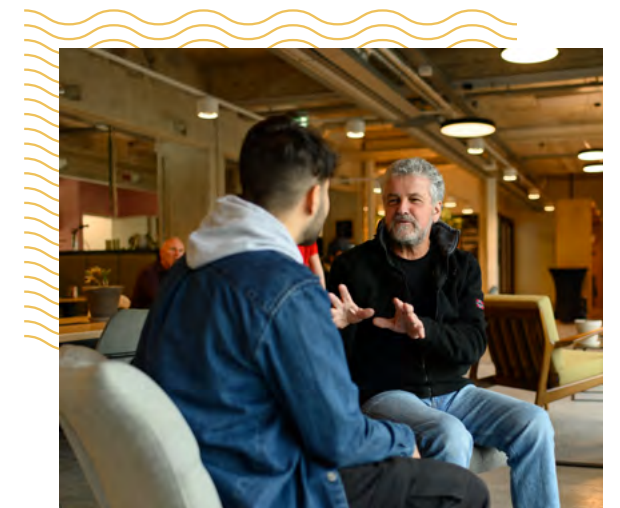
Evolution of the structure of the funds



Our management principles

RIGOROUS MANAGEMENT

In order for the DUO for a JOB project to continue to evolve and grow, we make every effort to ensure that our finances are well managed. Although much of the accounting is now done in-house, we continue to work directly with a fiduciary company to benefit from their expertise. We have also put procedures in place to ensure that our accounts are well maintained and that the organization is financially stable, including regular monitoring of expenses, budget updates when necessary, and cost accounting.



FINANCIAL TRANSPARENCY

At DUO's request, the association's accounts are certified each year by an auditor. After a detailed examination of the accounts and internal procedures, a report is produced through which we receive an unqualified certification of our compliance with accounting standards.





07 Our PARTNERS





A big THANK YOU to all our partners! Thanks to their precious support, our association can keep on offering more and more youngsters and 50-plussers a qualitative and totally free program.

Their generosity and involvement are also a continuous source of motivation for our teams, confirming that many of us want to move in the same direction.

Without being able to name them individually, we certainly do not forget the many donors, philanthropists and patrons who also enable us to make a difference, nor all the other operational partners with whom we collaborate on a daily basis.

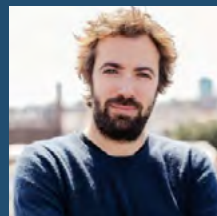


08 Our TEAM

GENERAL MANAGEMENT



Frédéric Simonart
General Director



Matthieu Le Grelle
General Director



Julie Bodson
Deputy General Director

SUPPORT TEAM



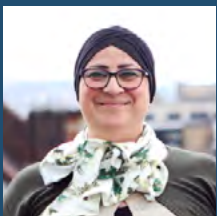
Laetitia Ville
Head of People & Culture



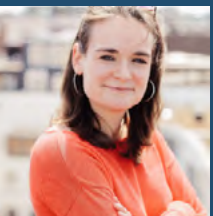
Jérémy Goffin
Grants and Finance Manager



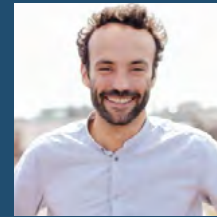
Awaleh Ahmed Abdourahman
Admin. HR & Fin Officer



Fatima Laarif
Admin. HR & Fin Officer



Céline Naveau
Head of Development Brussels & Wallonia



Carlos Rovzar
Head of Development Flanders & Netherlands



Hervé Siplet
Head of Partnerships



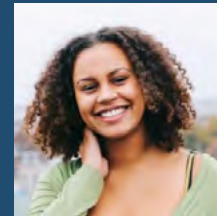
Charlotte Baise
Head of Operations



Axelle Le Brettevillos
Communication Director



Elisabeth Verniers
Advocacy Manager



Alicia Eyongo
Graphic Designer



Laura Levasseur
Multimedia Officer & Community Manager



Jinane Ouzina
Graphic Designer Intern



Gilles Schoonejans
Product Manager



Clément Tressel
Junior Product Manager



Valère Ansel
IT mission leader

BRUSSELS



Justine Rolland
Deputy Branch Director



Christa Ndikumana
Deputy Branch Director



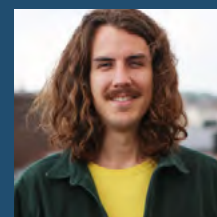
Guillaume Petre
Mentoring Program Officer



Anais Rodriguez
Mentoring Program Officer



Fanny Florémont
Mentoring Program Officer



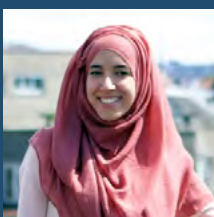
Nicolas Mercier
Mentoring Program Officer



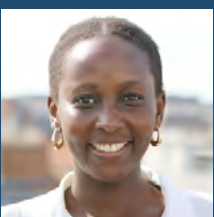
Nicolas Brecht
Mentoring Program Officer



Patricia Marique
Mentoring Program Officer



Sara Boughanem
Mentoring Program Officer



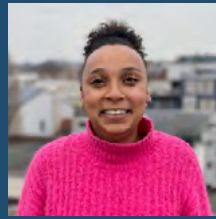
Espérance Kaneza
Mentoring Program Officer



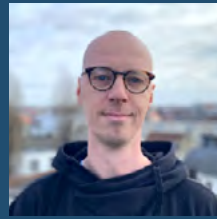
Florine Rousseleau
Mentoring
Program Officer



Sihame Amanchar
Mentoring
Program Officer



Elody Mubiligi
Mentoring
Program Officer



Pieter Wauters
Operations intern



Aurore Genicq
Senior Administrative
Coordinator

LIEGE



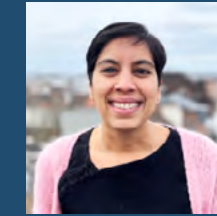
Magali Huynh
Branch Director



Marine Cellier
Deputy Director



Nathalie Poulet
Mentoring
Program Officer



Rashmi Payon
Mentoring
Program Officer



Nadège Feltz
Mentoring
Program Officer



Aliye Yaman
Operations Assistant



Nora Boulbayem
Administrative Assistant

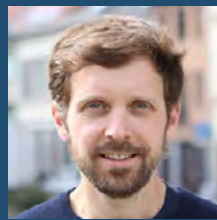


Mélanie Teixeira Pinto
Office Cleaner



Betty Kasidi
Office Manager

ANTWERP



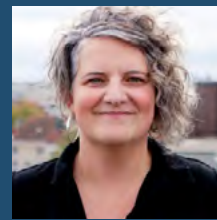
Joris De Ceuster
Branch Director



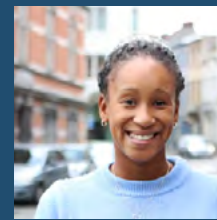
Zoë De Permentier
Mentoring
Program Officer



Anne-Catherine Deignan
Mentoring
Program Officer

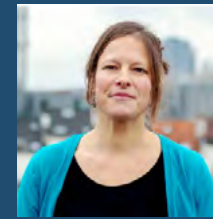


Mieke Bervoets
Mentoring
Program Officer



Ifasso De Moor
Mentoring
Program Officer

EAST FLANDERS



Marion Cahen
Branch Director



Sara Memmi
Deputy Branch Director



Lynn Verrydt
Mentoring
Program Officer



Thelma De Bruyckere
Mentoring
Program Officer



Ester Nachtergaele
Mentoring
Program Officer



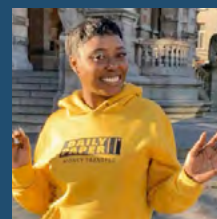
Joke Van Den Borre
Mentoring
Program Officer



Andrea Bardyn
Mentoring
Program Officer



Véra Duboshina
Mentoring
Program Officer



Janisted Tjongahung
Office Manager



Sohila Eshaghzey
Administrative Assistant



Loïc Van Laere
Mentoring
Program Officer



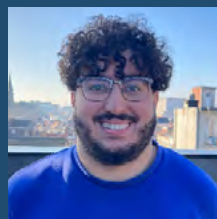
Leen Heyvaert
Mentoring
Program Officer



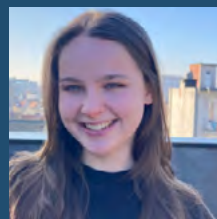
Loredana Valentino
Mentoring
Program Officer



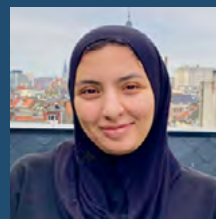
Hemanuella Serra
Administrative Assistant



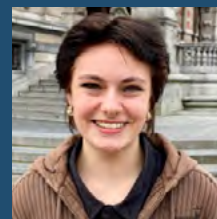
Ayoub El Fekri
Intern



Bo Fortuijn
Intern

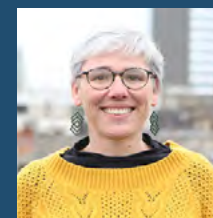


Loubna Errazzouki
Intern



Emilie Broeckaert
Intern

CHARLEROI



Julie Fonteyn
Branch Director



Juliette Pepinster
Mentoring Program Officer

PARIS



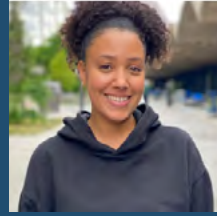
Stefanie Biesmans
Directrice Ile-de-France



Charlotte Poulain
Directrice adjointe Ile-de-France



Lucie Dubert
Chargée de programme



Laura Gibelin
Chargée de programme



Nastasia Kojieleski
Chargée de programme

ROTTERDAM



Marije Pronk
Director



Lisa Huyge
Mentoring Program Officer



Karen Stange
Mentoring Program Officer



Cécilia Roghi
Chargée de programme



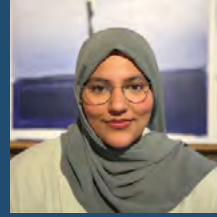
Elodie Gouslan
Chargée de programme



Yamina Senhaji
Chargée de mission



Azadmir Hashemi
Chargé de missions administratives



Rania El kotamy
Chargée de mission

LILLE



Constance Colliot
Directrice Hauts-de-France



Louise Comelli
Chargée de programme



Théo Minart
Chargée de programme



Eya Chafroud
Assistante administrative



Eléa Zucchiatti
Chargée de mission

MARSEILLE



Fatoumata Baba
Directrice Marseille



Jade Grosjean
Chargée de programme



Rémi Donnadieu
Chargé de programme



Chada Belhadj
Chargée de mission



Marie Boutoux
Chargée de mission



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